



COUNTY OF SAN DIEGO INFORMATION TECHNOLOGY STRATEGIC PLAN



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

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**Message from Walt Ekard,
Chief Administrative Officer**




For more than a decade, the County of San Diego has distinguished itself as an organization dedicated to long-term planning, strategic thinking, innovation and continuous improvement. These commitments both define and motivate us because, without them, we cannot achieve our vision: “A county that is safe, healthy and thriving.”

The IT Strategic Plan outlines how we will use and manage information technology over the next five years to achieve our vision. In fact, using information technology efficiently, effectively and strategically is critical to our ability to meet our goals and the needs of County residents. Information technology is a tool we use to continuously improve our operations. Its rapid advances fuel our desire and need to innovate. And it allows us to provide greater access to services to greater numbers of people – making many services available seven days a week, 24 hours a day.

The County of San Diego broke new ground in 1999 when it partnered with the private sector to outsource its information technology systems. Since then, we have consolidated operations, upgraded equipment, streamlined processes, expanded access to services and improved consistency and performance across the organization. The future, however, requires that we not rest on our laurels. The residents of San Diego County expect us – and we expect ourselves - to continue to press forward; to find new ways to use information technology to provide public services with greater efficiency, transparency and accountability; and to identify ways information technology can help us address changes in our communities, our economy and our daily lives.

The IT Strategic Plan will serve as a road map that we will use to enhance the delivery of our services, the performance of our employees and the satisfaction of County residents. The next five years will undoubtedly be filled with challenges, changes and opportunities. With this plan in place, I am confident that the County of San Diego is ready!

Sincerely,



WALTER F. EKARD
Chief Administrative Officer

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Message from Harold Tuck,
Chief Information Officer



It is with great pleasure that I present to you the County of San Diego’s 2011 – 2014 Information Technology Strategic Plan.

It has been a busy and productive year since the County released its last IT Strategic Plan. In that time, we have launched major initiatives in software applications, including an upgrade of the County’s Oracle Financial System and PeopleSoft Human Resource System, an integrated property tax system replacement project, an enterprise portal upgrade, and various enterprise content and collaboration projects on Documentum and Sharepoint platforms. On the infrastructure side, the County has progressed in server virtualization and consolidation, and is initiating a move to multi-tiered storage. These initiatives have provided improvements in business services, while also improving the stability and agility of the County’s technology.

This year’s IT Strategic Plan builds on last year’s version with the addition of a new component that advances us in the direction of becoming an information gateway. Ever mindful of keeping the focus on our users, we will provide more data online, allowing the consumers of services access to public domain data for analysis and reporting. Our Government Without Walls (GWOW) initiative applies mobile internet technology to evolve our workforce, as appropriate, into mobile workers.

The County envisions, and requires, even greater use of information technology in the years ahead. This 2011 - 2014 IT Strategic Plan is the County of San Diego’s forward-looking instrument to guide IT investments in the future. It leverages the strategic objectives that I laid out last year and builds on them. After many years of success following the County’s initial outsourcing of IT in 1999, the County is poised and ready to take the use and development of technology to unprecedented levels. Tomorrow is the focus of this strategic document - it is intended to guide us to that future we seek, which continues to be a safe, healthy and thriving community.

A handwritten signature in black ink that reads "W. Harold Tuck" with a stylized flourish at the end.

Chief Information Officer

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

County Vision and Mission

The County Strategic Plan identifies key goals and disciplines outlining the County’s priorities for accomplishing our mission and realizing our vision.

VISION

A County that is safe, healthy and thriving.

MISSION

To efficiently provide public services that build strong and sustainable communities.



This mission reflects commitment to anticipating, understanding and responding to the critical issues that affect citizens. The IT Strategic Plan is anchored in the vision and mission of our County Strategic Plan.

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Business Structure and Disciplines

The County Strategic Plan defines broad, organization-wide goals for the future, known as Strategic Initiatives, which help prioritize specific County efforts and programs and form the basis for allocating resources. Most of what the County does supports at least one of these three **Strategic Initiatives**:

Kids

“Improve opportunities for children and families.”

The Environment

“Manage the region’s natural resources to protect quality of life and support economic development.”

Safe and Livable Communities

“Promote safe and livable communities.”

County Business Groups

To achieve its Strategic Initiatives, the County adopted a General Management System in 1998, with departments organized under five business groups for accountability and synergy.

Finance and General Government

Community Services

Land Use and Environment

Public Safety

Health and Human Services

Required Disciplines

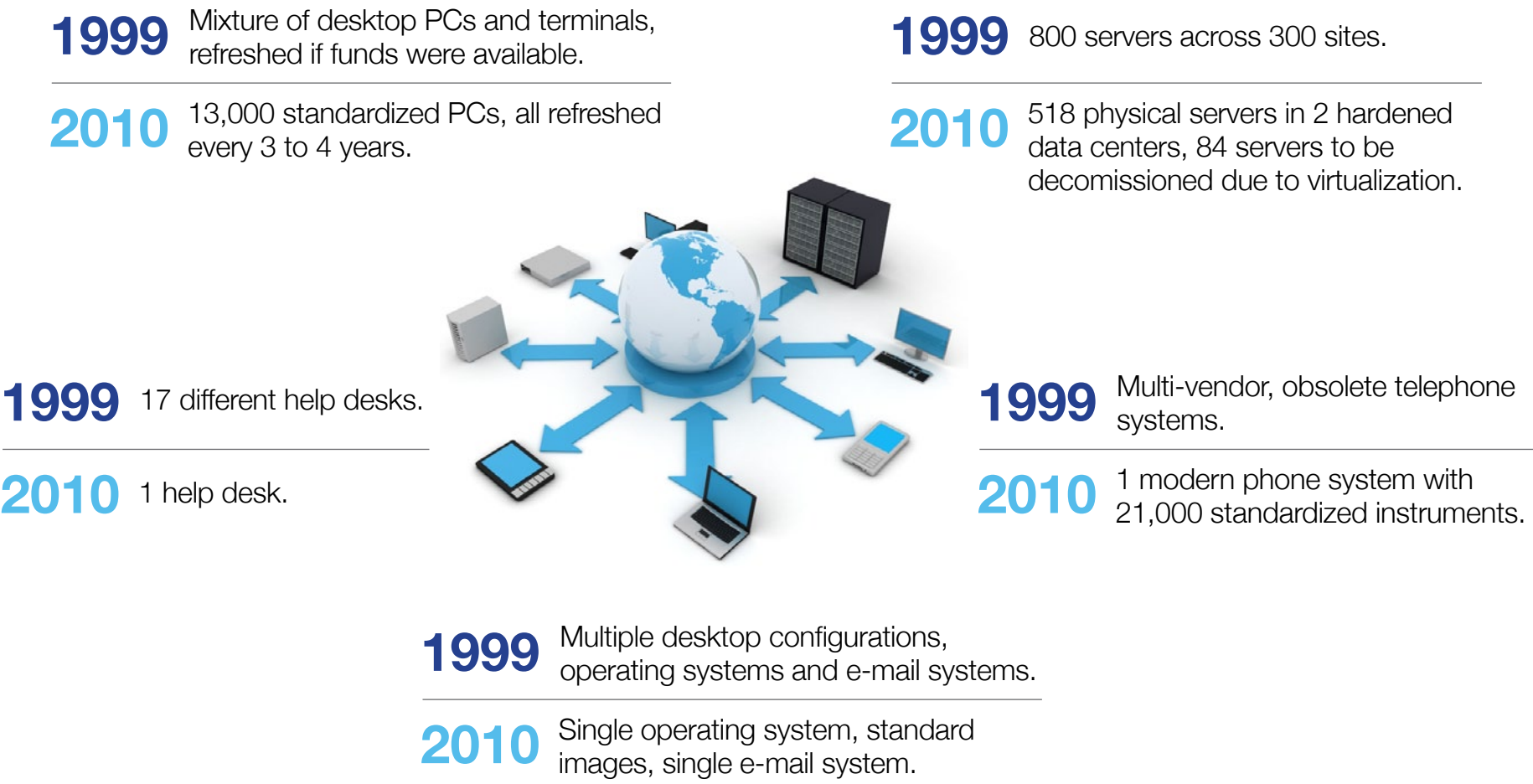
The Strategic Plan also sets forth key Required Disciplines necessary to maintain a high level of operational excellence and to accomplish the Strategic Initiatives.

Many of the Required Disciplines are directly applicable to IT initiatives and serve as a justification for IT projects, especially those that benefit the underlying technology foundation.

- Fiscal Stability
- Customer Satisfaction
- Regional Leadership
- Skilled, Adaptable, Diverse Workforce
- Essential Infrastructure
- Accountability/ Transparency
- Continuous Improvement
- Information Technology

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Background



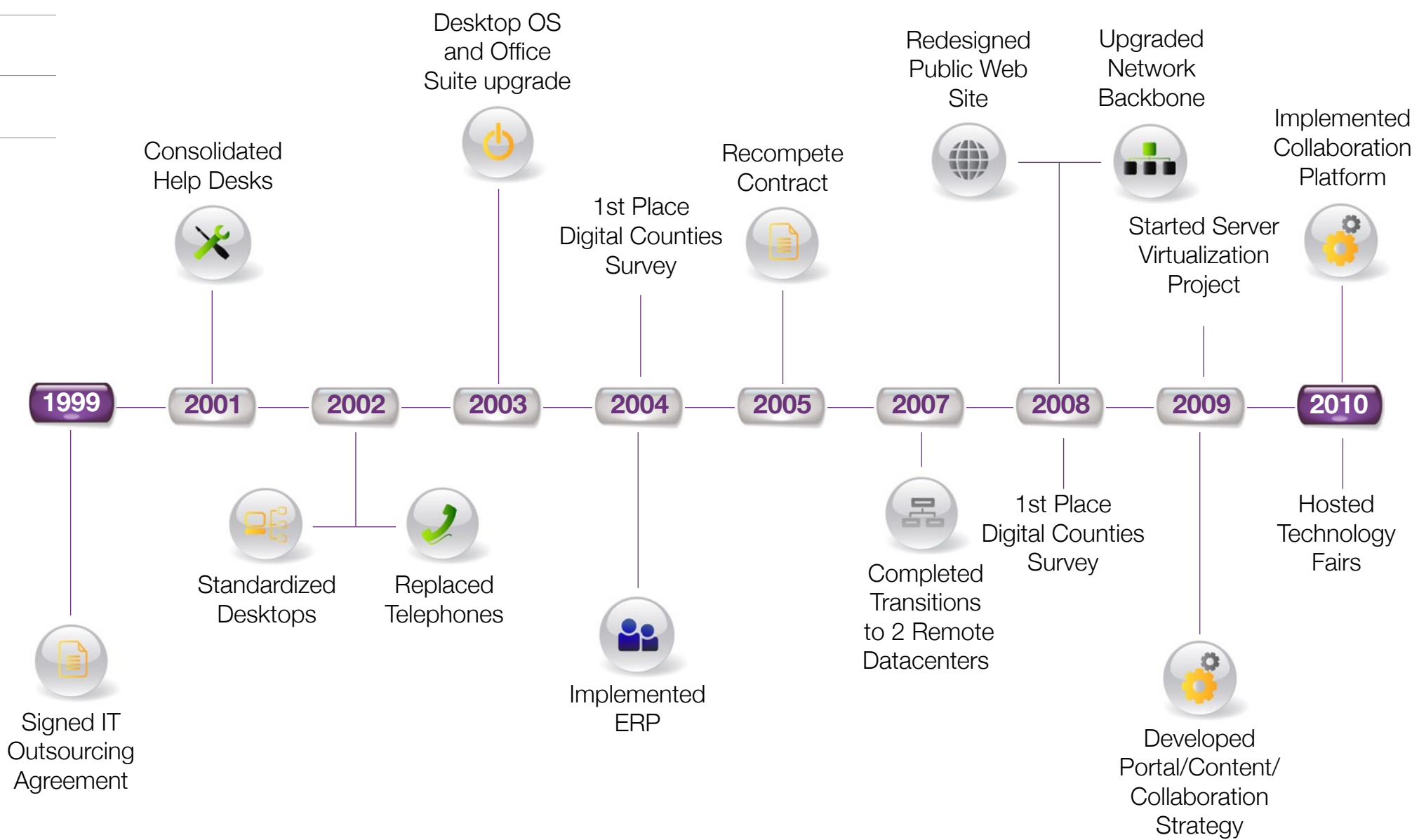
In 1999, the County outsourced its IT services to the private sector. The initial outsourcing contract was awarded to the Pennant Alliance (PA), a team comprised of CSC (prime), SAIC, Avaya and Lucent Technologies. The 7-year, \$644M contract provided all IT functions for the County, including data center, telephones, desktop, network and applications development and maintenance. This initial outsourcing contract enabled tremendous transformation to the County’s IT infrastructure. We consolidated 17 help desks down to a single call center. We migrated 800 servers located in 300 sites to a single data center with integrated security monitoring and disaster recovery. We replaced a veritable hodge-podge of desktop PCs and terminals with 12,000 standardized PCs, all refreshed every 3-4 years. Similar efficiencies were gained in standardizing telephone systems and e-mail systems. Likewise, through the implementation of industry leading ERP systems, we eliminated more than 60 legacy software applications.

In 2005, the County re-competed the outsourcing contract, and it was awarded to a team comprised of Northrop-Grumman (prime), HP/EDS, Attain (formerly BearingPoint) and AT&T. During the past four years, we’ve continued the transformation of our IT infrastructure. We migrated from a single local data center to two remote data centers, providing improved disaster recovery and business continuity capability. We’ve upgraded our network infrastructure to provide improved capacity and performance. We’ve rebuilt our public-facing Web site and implemented numerous online services that enabled us to win first place in the 2008 Digital Counties Survey Awards. But our passion for improvement does not stop there.

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Our IT Journey

In 1999, the County made the unprecedented decision to outsource the majority of its IT service delivery operations to Computer Sciences Corporation (CSC). The contract was later re-bid and awarded to Northrop Grumman in 2006. The result has been a giant leap in technology and business value from the past to the present, as follows:



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IT Strategic Planning

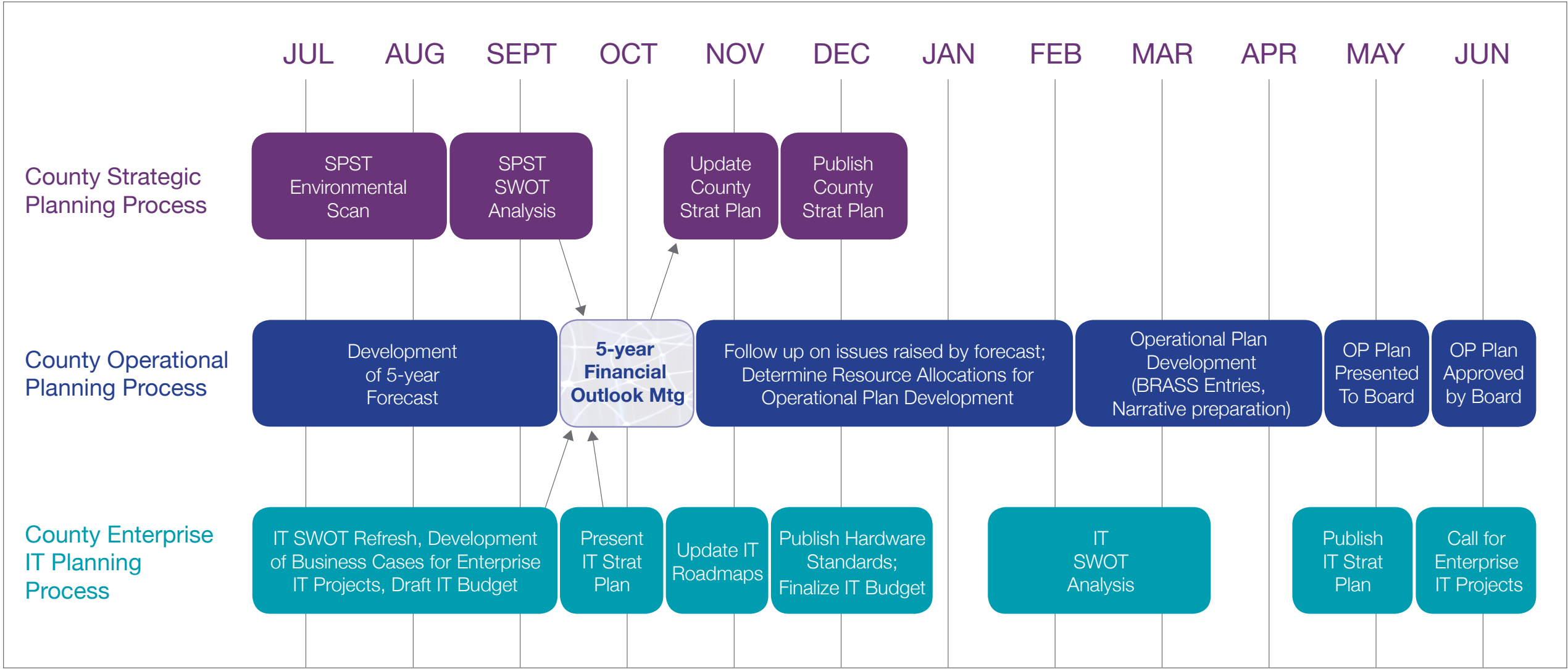
The goal of the Information Technology (IT) Strategic Plan for 2010-2013 is to define the future today: to paint a picture that clearly links County business objectives with IT enablement and sets the bar high for the performance of our IT service providers. The approach used is a top-down process, supported by planning from the ground up, based upon the County General Management System.

At the County of San Diego, we see IT as having a symbiotic relationship with the business of serving residents. IT is the common thread that enables the County’s business Groups to reach their visions. And while IT is an essential foundational element for the County to provide services, IT is also a catalyst. With IT, we can propose a vision that challenges the Groups to think about their businesses in a different light, to shape their organizations. So while we always say “business drives IT”, we also see that IT can inspire business.

“Long-range planning does not deal with future decisions. It deals with the future of present decisions.”

Peter F. Drucker (1909 - 2005)
U.S. management consultant and author

County Planning Cycles



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IT Values

IT is an abundant field of dreams. However, even the most enticing technologies can prove disappointing if they do not fit the culture of their users. To this end, we defined values that guide our decision-making as we evaluate new IT technologies and projects.

Customer Centricity

The County is invested in its customers’ success, employing a unified approach to meet diverse customer needs.

- Consistent, integrated and timely delivery
- Best value
- Confidentiality of data and information

Empowerment and Self Service

The County strives to empower end-users of County programs and services through technology.

- Online services
- Information integrity
- Anytime, anywhere access

Leadership

The County seeks to be at the forefront of technology in enabling business solutions.

- Innovation
- Expertise
- Execution

Stability

Reliability and predictability are foundational criteria for all County IT solutions and services.

- Robust infrastructure
- Fiscal responsibility and predictability
- Reliable processes and applications

Transparency

End-users of technology are knowledgeable and aware regarding technology projects, tasks and costs.

- Cost and billing information
- Work-in-progress status information
- Auditability



IT VISION

The County of San Diego will be the center of IT innovation for advancing the delivery of County services, anytime and anywhere.

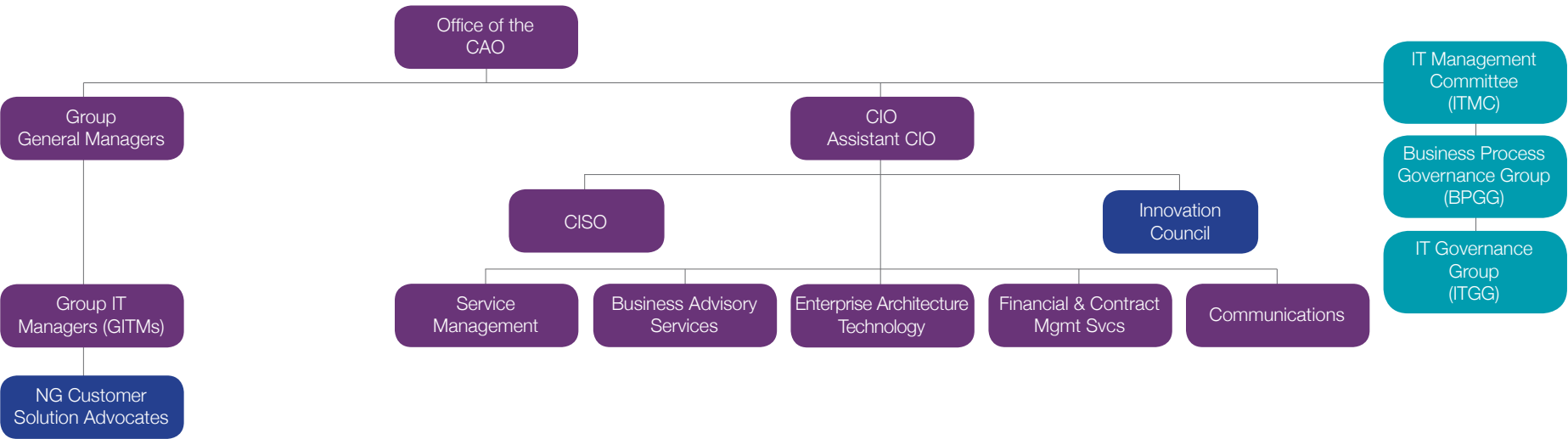
IT MISSION

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

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Organizational Structure

The County’s IT organizational structure is comprised of three entities: IT Governance, the five County business Groups, and the County Technology Office (CTO).



Governance

The County’s IT Governance structure is the decision-making body. It, too, is comprised of three entities:

- IT MANAGEMENT COMMITTEE (ITMC)**
The ITMC is the highest-level County IT policy and budget decision-making body chaired by the Assistant Chief Administrative Officer (ACAO) and consists of all business Group General Managers and Senior Leadership. The CIO participates as ex officio facilitator.
- BUSINESS PROCESS GOVERNANCE GROUP (BPGG)**
The BPGG recommends actions to ITMC regarding business case and financial considerations for IT projects. It is chaired by the Assistant Chief Financial Officer (ACFO) and includes Group Finance Directors, Purchasing and HR.
- IT GOVERNANCE GROUP (ITGG)**
The ITGG recommends actions to ITMC chaired by CIO and consists of Group IT Managers, CTO staff and others as appropriate.

Group IT Managers (GITMs)

Group IT Managers provide IT leadership and coordination for the five County business Groups. The GITMs team with Customer Service Advocates (CSAs) from our outsourcing partner, Northrop-Grumman Team (NGT), to develop business and technical solutions, develop business cases and strategic plans and assess customer satisfaction and provide feedback to CTO and NGT.

County Technology Office (CTO)

The County Technology Office is led by the Chief Information Officer (CIO) and Assistant Chief Information Officer (ACIO), who provide IT leadership and direction for the County. The Chief Information Security Officer is responsible for County IT security. The Innovation Council, composed of other IT partners, provides industry insight and counsel to the CIO and Chief Administrative Officer of the County. Additionally, a small staff reporting to the CIO provides planning, coordination and operational leadership and support for key IT service areas:

- Enterprise Architecture and Technology
- Service Management
- Business Advisory Services
- Communications
- Financial and Contract Management Services.

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Outsourcing Partners

The County of San Diego is continually focused on providing superior IT service delivery, program effectiveness, concern for customer satisfaction, cost-conscious management, and fiscal discipline. A key enabler of success in these areas to date and in positioning the County for the future is our partnership with Northrop Grumman and its key teammates HP/EDS and AT&T. These partners provide for the outsourcing of telecommunications and information technology services. This team continues to manage and meet service levels in running the County's data center, help desk, desktop, network, applications and cross-functional IT and telecommunications services.

Our goal remains to provide our customers and the employees that serve them with a reliable, integrated IT environment that meets not only today's needs for communication and business efficiency but positions us to leverage new technology innovations and best practices for business transformation in the future.



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2011-2014 Vision

The County of San Diego is a an approximately \$5B enterprise – in essence, a complex conglomerate providing public services to one of the country’s largest and most diverse counties. The County is already renowned for delivering innovative solutions to our customers’ needs. New developments in technology open the door for even further business transformation.

By fiscal year 2013-2014, the world – and San Diego County - will be a different place. To meet the needs of County citizens in the future, government will need to transform itself – and technology is a critical enabler of this transformation. Wherever it is cost-effective for the taxpayer, the County is committed to the following target objectives:



CUSTOMERS FIRST

Make it easier for our customers, both external and internal, to access business services and applications. The County is defining technology strategies and initiatives that will enable the business to fulfill its mission to deliver service to its customers. And for our consumers to find any service is just a click away.



WORKFORCE EFFECTIVENESS

Provide an IT environment that enables our employees to collaborate, share data, and perform their jobs more effectively. Improve our efficiencies with ways to “do more with less” through improved tools and training for employees.



ANYTIME, ANYWHERE ACCESS

Position the County as an innovative leader in IT while supporting increasing expectations for quick response times and persistent connectivity from citizens and employees. Enable mobility and provide anytime/anywhere access to information and services whether in an office, out in the field or on the road.



INFORMATION GATEWAY

Establish the foundation and standards to enable organizations, employees and citizens to easily access, retrieve, compile and share County information across multiple applications, databases, and systems. Provide intuitive tools that maximize information transparency to consumers and employees.



SUSTAINABILITY

Support the County’s Green Initiatives and Board-approved Energy Management Plan-through information technology. Promote environmental awareness, reduce costs, and build our green credentials through the adoption of green principles in our IT operations and procurements.

The specific technologies, products, and projects used to drive these objectives will change over time. A key factor is that all IT initiatives and their specific components will be weighed against these strategic IT objectives, and against their ability to drive the County’s strategic business initiatives.

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Sustainability



The County has a long-standing commitment to managing the region’s natural resources to protect quality of life. We look for opportunities to reduce power consumption, reduce the requirement for County staff to drive somewhere to perform their jobs, and ways to reduce our consumption of paper and increase recycling efforts. IT offers many options for reducing our carbon footprint and waste. Here are a few examples of projects underway to improve our Green IT profile.

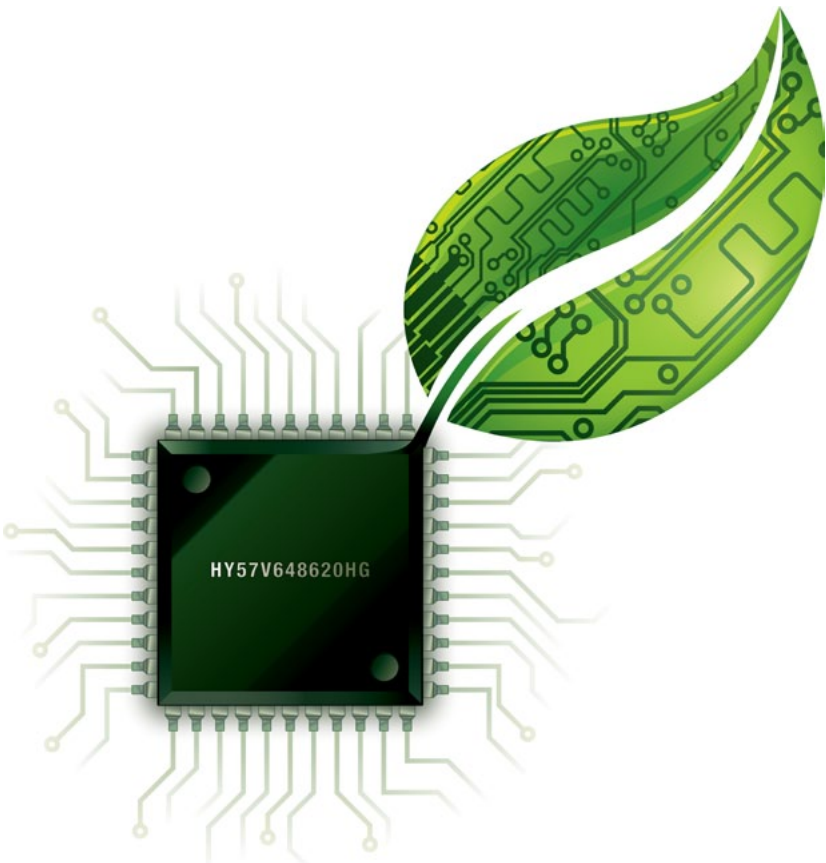
- Smart Buildings**

Building Automation Systems (BAS) offer much promise by providing detailed monitoring and increased sensing “awareness” to buildings, improving regulation of heating, air conditioning, lighting and other environmental variables. The County’s Energy Management Plan targets improvements in energy efficiency and utilization, alternative energy supplies and energy demand reduction. As we endeavor to sustain our Leadership in Energy and Environmental Design (LEED) certification, we look to IT as an enabler that brings these concepts into reality.
- Sensors**

The County is expanding the use of remote sensing devices to reduce in-person inspections and readings. By using sensors to perform data collection and transmittal, employees are freed up to concentrate on analysis and problem resolution. As we seek to do more with less, sensors are a promising solution to allow us to reallocate resources.
- Desktop Virtualization**

The County is driving toward a remote office, mobile workforce and will need the ability to operate from any platform outside the normal network boundaries in a secure manner. We are evaluating several thin client workstations that are expected to provide a longer useful life of service than our traditional desktop computers. In addition, we expect to reduce maintenance costs by using solid state technologies and simplifying our operational support model.
- Paper Reduction and Management Initiative**

What began as an enterprise image capture study has expanded into a larger initiative, aimed at integrating several solutions: digital signature, electronic forms, image capture and content management. By substituting digital signatures for wet signatures, and entering data directly into systems through smart forms and intelligent image capture, we not only reduce our inventory of paper documents, but we speed up the data collection and document storage processes. We seek to demonstrate that running a government does not have to be a paper intensive operation.



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Portal, Content Management, Collaboration (PCC)



CUSTOMERS FIRST



WORKFORCE EFFECTIVENESS



INFORMATION GATEWAY

The County established the Portal, Content Management, and Collaboration (PCC) program to plan and implement services that: increase the reusability and manageability of information and content; leverage common tools and resources; and enable users to effectively use County resources and services anytime from anywhere.

PCC encompasses distinct functions, processes, and services that are managed as a single strategy by industry-leading organizations. Portals aggregate content and integrate applications by tailoring delivery of content to users based on predefined attributes. Content management implements a range of technologies to maximize the value of disparate information sources throughout an organization and includes document management, document imaging, records management, workflow, Web content management, and document-centric collaboration. Collaboration is a set of functions and processes that supports people working together on non-routine cognitive tasks. Managing and implementing PCC functions as a coordinated set of services supports reuse, accuracy, timeliness, and breadth of information supply to the County’s user base.



• Collaboration Platform

The County invested in an enterprise collaboration platform that will enable County workers to work more effectively. Project teams will have a common workspace to share schedules, documents and links to pertinent information. Departments will have more control over organizing their working documents. We will be able to access documents more efficiently by implementing a master data management strategy and approach. The collaboration platform will also improve communications with our outsourcing provider, and will facilitate the use of Web 2.0 tools such as wikis and blogs.

• Modernize Web Portal

In order to achieve our objective of anytime, anywhere access to government information and services, the County’s Web portal will be modernized. By implementing a robust, feature-rich Web platform, the County will be able to provide more services to the public online rather than standing “in line” at a County facility. The new Web platform will be less costly to maintain and will enable customizable portals improving privacy for our citizens.

• Identity and Access Management

As we work to improve our ability to share information among employees and with our constituents, we must ensure that access to our applications and data is both speedy and secure. Our Identity and Access Management (IdAM) initiative will put the tools and processes in place to enable automated identity provisioning and workflow that assigns a unique identifier to an employee upon employment, and disables user access privileges instantly upon separation from the County. Employees’ laundry lists of logon IDs and passwords will be a thing of the past, replaced by a single credential that provides access to all resources an employee needs to perform his or her job. That same credential will be the basis of an electronic signature capability. For the public, logging onto the County’s web portal with an authenticated identifier will allow our online services to recognize the person and immediately associate their records, history and other information. Renewing a library book, reserving a campsite or making an appointment could be done in a single trip to our website, without having to enter personal information multiple times.

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Mobility



ANYTIME, ANYWHERE ACCESS



WORKFORCE EFFECTIVENESS



INFORMATION GATEWAY

The County has a strong track record of recognizing and responding to changes in government service delivery demand. Years ago we implemented electronic Government (eGov) practices, and now Mobile Government (mGov) is the next logical step toward service improvement and effective response to economic and other pressures. Employees are becoming increasingly mobile and broad adoption of mobile devices has driven a corresponding change in expectations. The culture of the County is based on our General Management System (GMS), which enables Groups to creatively use mobile technology to conduct their work. Business units will continue to identify opportunities, programs and projects focused in the following areas:

• Business to Employee – B2E

The workplace of the future will be highly agile, mobile, and distributed across time and space. Government Without Walls (GWOW), is an example of a County initiative that encourages the organization to explore flexible work options that better meet objectives. Workers will need the right tools, access to information and enabling technology to be productive wherever they are.

• Business to Business – B2B

To improve operations across agencies and partners, we will seek opportunities to develop mobile applications that will draw information from multiple sources, presenting easy to use, high value solutions.

• Business to Citizen/Resident – B2C

Mobile internet-enabled technology is already changing the way individuals consume business, news and retail services. We will meet this challenge by increasing the capability to reach government services through this evolving channel. We will leverage inherent features such as location-based services, texting and mobile browsers. For example, getting real-time access to reverse 911, emergency alerts and new releases will be a major enhancement to potentially lifesaving information.

• Machine to Machine – M2M

With the evolution and proliferation of smart sensor and GPS technology, we can automate processes that were once human intensive. One example is the Department of General Services’ implementation of a fleet management system that places sensors in County vehicles to collect and transmit vehicle location, speed, emissions and other information to a central control center. We will evaluate potential new uses of sensors in healthcare, environmental monitoring, smart buildings and emergency response.

The mobility initiative recognizes that there are benefits to working outside of a traditional office space or environment and that there are new methods for delivering government services. Different types of resources and technologies need to be coordinated to enable work wherever and whenever it takes place. As the mobility initiative is further developed we will stay ahead of demand to maintain the architecture and structure to guarantee business success.



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Unified Communication Services



ANYTIME, ANYWHERE ACCESS



WORKFORCE EFFECTIVENESS

Unified Communication Services (UCS) is the initiative to simplify and integrate all forms of communications for County business by the convergence of voice, video, email, desktop presence, mobile desktop and mobile devices. UCS will enable enterprise-wide improvements in workforce productivity and assist sustainability initiatives by saving travel time and reducing carbon footprint. This initiative will also provide a strategic direction in the event of a disaster and in meeting strategic goals for a mobile workforce.

- Unified Communications supports enterprise-wide improvements in efficiency, productivity, sustainability, workforce mobility, and business continuity.
- Unified Communications applications enable County staff to serve public customers with fewer facility or site constraints.
- Unified Communications features promote collaboration and efficiency across the County enterprise.

Over the past few years, the County implemented significant improvements in our technical communications infrastructure in response to an increase in our mobile workforce. These projects include a voice mail upgrade, a voice flattening project, network transformation and optimization, a refresh of internet and proxy servers, implementation of a new messaging platform and an email services upgrade. With these improvements we are able to respond to rapidly evolving mobility-related business requirements.

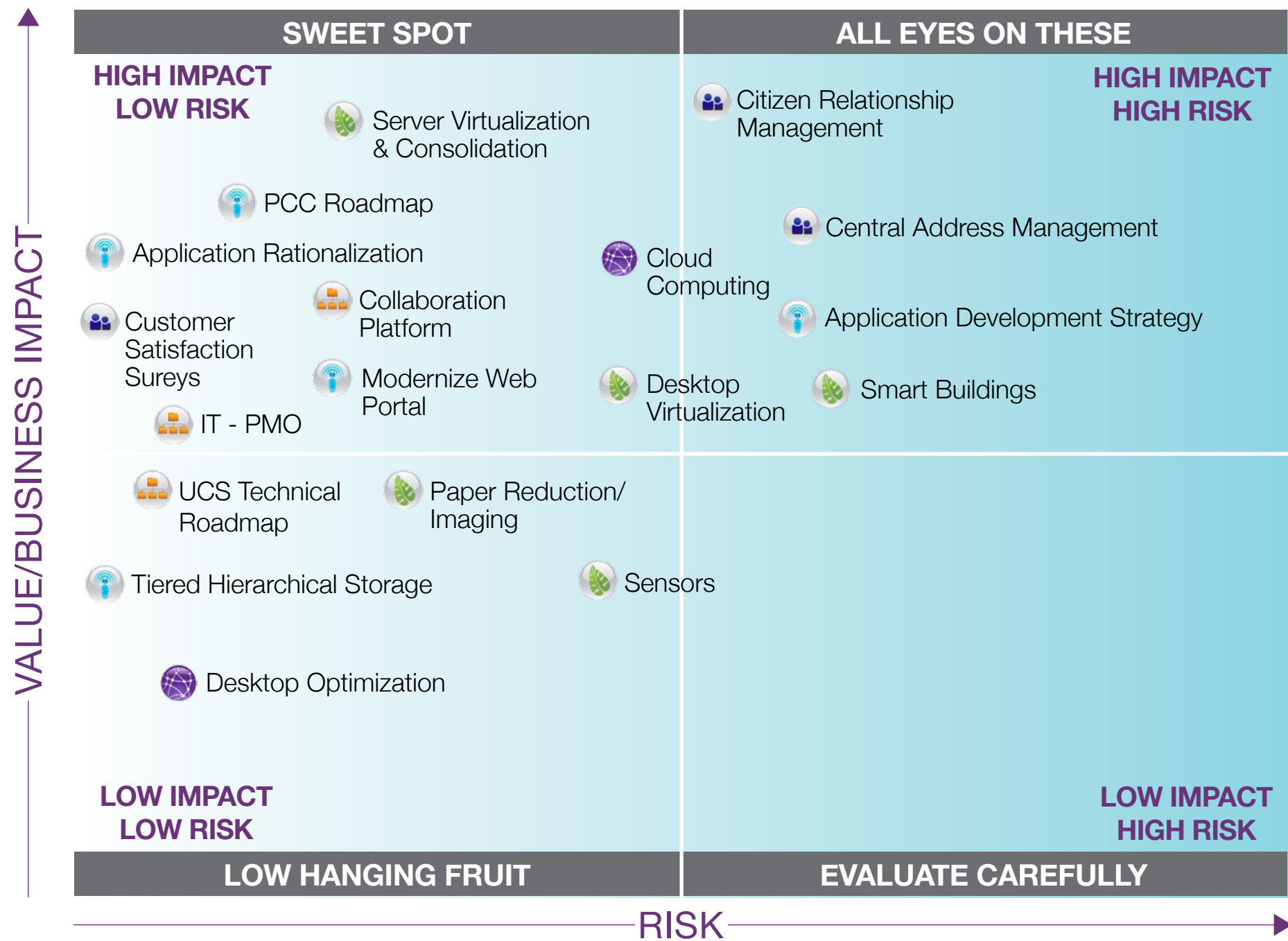
The County is making plans to implement technical upgrades and explore new technologies to provide even more enhanced Unified Communications capabilities. Our strategy development has already begun with a comprehensive analysis of the current state environment including all infrastructure components of UCC . We are developing a technical roadmap, along with a business justification framework, to ensure that current UC technology investments and assets will be leveraged appropriately in the future, architectural directions and product choices will be aligned with industry directions and best practices and that business justification for future UC investments is sound and aligned with potential demand. New initiatives include a Self Service User Portal, a PDA upgrade, and Wireless Network Redesign.

Unified Communication Services technology is “the glue” that ties our remote and mobile work force to the business applications and data they need to provide services. An example, is a Mobility VPN solution. Current VPN services are often dropped as a mobile worker travels about the County whereas the proposed mobility solution maintains an always-on connection. This has drastically improved mobile inspector’s productivity to date by increasing the amount of service calls the County can provide to citizens. This is only one example of tying together components currently in our infrastructure to provide the mobile workforce (in this case mobile inspectors) with what the data they need, when they need it in order to provide service more efficiently.



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Projects Supporting Strategic Objectives



Strategic Objectives

- CUSTOMERS FIRST**
- ANYTIME, ANYWHERE ACCESS**
- WORKFORCE EFFECTIVENESS**
- INFORMATION GATEWAY**
- SUSTAINABILITY**

The County’s annual IT planning process starts with revisiting the Groups’ Environmental Scans and SWOT Analyses to give us direction for where the business is heading. Looking across the enterprise, we extract common themes and define IT initiatives to address those business themes. Then we define projects to evaluate technologies that could potentially enable the initiatives. The chart above depicts several strategic projects that are either under consideration or being implemented. They are evaluated based on the riskiness of the technology and the business benefits to be derived from the project.

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IT Required Disciplines

Information technology is recognized as a critical discipline required to achieve the County’s Strategic Initiatives, as well as to support the on-going functions and services of a multi-faceted enterprise. The following five IT Required Disciplines are foundational to our success:

- **CONTINUOUS IMPROVEMENT** – Over the past 10 years, the County has refreshed its entire IT infrastructure, upgraded its software applications portfolio, and implemented major systems projects. Over the next three years, the pace is expected to accelerate, and across-the-board improvements will be required in IT systems, processes, and capabilities.
- **THOUGHT LEADERSHIP** –The County takes pride in being at the forefront, both in technology and business, and will continue to push the envelope in new developments to bring innovative solutions to our customers.
- **OPERATIONAL EXCELLENCE**– IT and business transformation can only take place on a firm foundation, and the County must continue to provide the highest levels of IT service – including reliability, interoperability, and agility - in the most efficient ways. This requires not only technical excellence, it requires tight management and discipline.
- **CUSTOMER SATISFACTION** – As information technology becomes more integrated into the activities of County employees and the public they serve, a sharp focus on monitoring and improving customer satisfaction is essential.
- **ESSENTIAL IT INFRASTRUCTURE** – Essential infrastructure is composed of the building blocks on which business transactions are built and operate. Diligence in maintaining and improving the efficiency of the County’s IT infrastructure ensures a stable and reliable platform for County operations.
- **FISCAL RESPONSIBILITY** – Operate and manage our IT with a focus on financial responsibility to ensure that we are continually striving to improve the financial position of the County through efficient and effective use of IT.

In short, County IT must meet the needs of today while expanding County horizons for the future. Customer services (and the departments that serve them) are the fabric, while IT is the thread – the thread that enables County business to achieve its vision.



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Continuous Improvement

For over a decade, the County set and achieved goals for improving the stability and performance of our foundational infrastructure. We’ve replaced aging business applications with the best of commercial packages. Still, the County’s desire for continuous improvement persist.

In a challenging economic environment, the County has cost management initiatives underway in several areas that will yield significant savings. County Business Groups and the County Technology Office are evaluating IT projects across the enterprise to prioritize spending on the highest ROI initiatives. The County recently completed a portal, content, and collaboration strategy, and successfully implemented a unified communications pilot.

• Business Intelligence

All departments are challenged by demands for more sophisticated data analysis and improved reporting to enable faster decision-making. Large numbers of databases exist, but information is not integrated to full potential. The County is developing a business intelligence infrastructure strategy that will help

- manage business performance more effectively,
- provide reliable and efficient access to necessary data and information for user communities, and
- reduce the complexity and latency of enterprise reporting and analysis.

With the right combination of people, process and technology, we will be able to define key performance indicators, locate the correct data and present it in a user-friendly format, which will enable us to achieve our strategic objectives.

• Master Data Managment

Over time databases have multiplied in our environment, resulting in redundant data in a variety of formats that is often out of synch across systems. The County is undertaking an effort to reorganize and restructure both the data and the processes for managing data that is common to many departments. We have launched a team to recommend a single address standard, which will include geospatial, physical and mailing addresses, as well as parcel numbers. We are also in the beginning stages of developing a master client index which would, for the first time, allow us to associate all County services being used by an individual client. By consolidating data and putting it in standard formats, we will improve data accuracy and provide the foundation for a true “one-stop-shop” experience for the customer when they access County services.



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Thought Leadership

Thought leadership is easy to say, but hard to do – and even more difficult to sustain. The County works in partnership with our outsourcing partner to develop solutions to the ever-emerging business and technology challenges.

• IT Innovation

County IT is building a foundation for innovation through new and evolved processes, frameworks, tools, and governance models. Innovation has always been a priority to the County. This is evident in the County’s strategic initiatives such as GMS 2.1 on the Power of Mobile Technology. County IT is fosters innovation through the Information Technology Innovation Council. This council is comprised of both County employees and IT industry representatives, and its mission is to increase and accelerate the identification and incubation of innovative IT solutions. The measure of success is not new technology per se – it is the enablement of effective business solutions through creative uses of technology. Through the industry representatives, the County looks to identify best practices in both government and commercial enterprises that the County can potentially leverage. County IT understands the need to recognize, understand, and embrace technological innovation and change for the benefit of the people we serve. Together we can bring to the County new innovations to improve the way we do business and the services we provide.

• Best Practices and Industry Leadership

County IT continuously looks to stay on the leading edge of IT. Working closely with vendors to leverage industry best practices and industry standards, such as ITIL and CMMI, County IT is able to act as a catalyst to bring ideas and new ways of doing business to the County. IT staff also continuously challenge themselves to stay on the forefront through competition for industry awards.



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Operational Excellence

Two of the primary reasons for the County’s decision to outsource IT services in 1999 were to capitalize improvements to the infrastructure and to leverage best practices and resources in the private sector. The County has service level agreements that cover infrastructure and applications, and contractual milestones established twice a year to focus on specific areas requiring attention.

Performance management is an ongoing endeavor. Service level reports are monitored on a monthly basis, with daily operations calls to discuss hotspots and issues. Formal project reviews are regularly conducted, and the County Technology Office workgroups regularly report on performance scorecards to the CIO.

There is still more to be done. Service level agreements are being analyzed and upgraded. Process refinements in quality management, project management, strategic planning and demand management are also in progress. Operational excellence is a challenge that requires continuous discipline, rigor, and management – a top priority of San Diego County.

IT Project Management Office (ITPMO)

Repeatable, systematic methods for delivering IT solutions are essential to meet, and ideally exceed, customer expectations. Each year, the County initiates over 100 IT projects, many which cross multiple technology frameworks – data center, network, desktop and applications. Successful execution of these complex projects is critical to achieving the County’s business objectives. To this end, the County launched an initiative to establish an IT Project Management Office (ITPMO.) The ITPMO will establish project management standards and verify compliance to those standards. We will establish a Project Manager Competency Center which will identify training, provide collaboration tools and facilitate a knowledge community for both County and NGT project managers. Additionally, the ITPMO will monitor the progress of our portfolio of projects, providing escalation as needed to improve outcomes.

Minimum Acceptable Service Level (MASL) Improvement

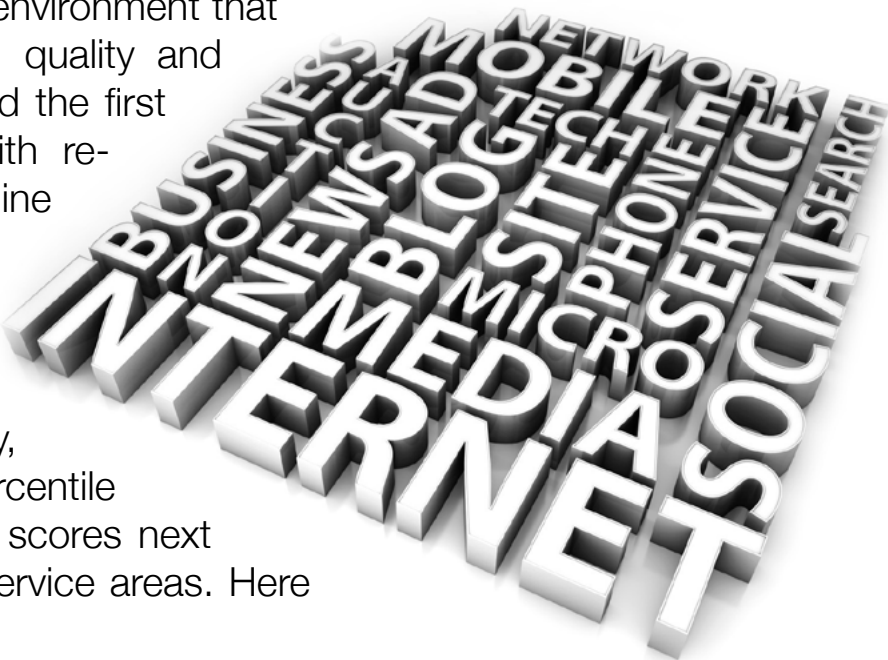
Three and one half years have transpired on the outsourcing contract with Northrop Grumman Team, and while service delivery is sufficient in many areas, adjustments in our minimum acceptable service levels (MASL) are indicated. With experience it is evident that some MASLs are not driving the intended outcomes. In the area of project management, the current MASLs account for budget and schedule delivery, but not product quality. By modifying MASLs to address quality, the County will encounter less rework and speed time to market for new services.



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Customer Satisfaction

San Diego County is committed to a customer-centric environment that emphasizes transparency, accountability, accessibility, quality and customer satisfaction. In 2008, the CTO commissioned the first annual County-wide customer satisfaction survey with responses from 1146 IT users. The survey provided a baseline overall measure of satisfaction with IT services of 3.78 on a 5-point scale. In 2009, the survey response rate more than doubled to 2484 responses, and baseline overall satisfaction increased to 3.98. Compared to other IT organizations using the same survey, the County’s results are nearing the coveted top 10th percentile score of 4.2 or better. With the goal of beating these scores next year, the County is targeting enhancements in many service areas. Here are a few examples:



• **Process Improvement/ Business Process Re-engineering (BPR)**

As a result of customer feedback the County is undertaking BPR initiatives focused on streamlining current key processes to accelerate getting solutions from “idea to innovation.” Less time spent on paper-work allows for more time to provide employees with the innovative technical solutions they need to serve the public.

• **Customer Satisfaction Surveys**

Customer feedback surveys remain an integral part of the County’s focus on improving service to our customers. Annual All-County Surveys, ongoing Help Desk ticket surveys, and a Management Level Survey allow us to gain perspective on our overall user experience, work with our partners to establish improvement steps, and show measurable outcomes. Additionally, as major IT initiatives are introduced, emphasis is on working closely with all business groups to ensure awareness, communication, participation and opportunities for feedback throughout the roll-out process.

• **Citizen Relationship Management**

One way to carry out the County’s mission “to efficiently provide public services” is to offer services “on line” so citizens don’t have to stand “in line.” To make government services more accessible to citizens, the County is developing a multi-year roadmap for a Citizen Relationship Management (CRM) initiative. This initiative will provide a single source for citizen identification and contact information, allow citizens to maintain and update their contact information, allow citizens to self-subscribe to communications on topic of interest to them, allow citizens to provide legal authorization for requests for services and information electronically, and allow the County to capture, route, track, and resolve citizen requests for services and information.

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

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Essential IT Infrastructure

The County is committed to providing the essential infrastructure to ensure superior service delivery to our customers. With respect to IT, this means our IT infrastructure, the hardware, software, networks and security that our employees and citizens have come to expect.

• Desktop Optimization

This initiative will redesign the County desktop and mobile desktops in a top-down engineering methodology intended to modernize the fleet. With the advent of a more mobile County wide strategy, the desktop must be rebuilt to accommodate the direction and the increased needs of the County workforce. As part of the initiative, the support and maintenance models are reduced and overall costs associated with upkeep are lessened.

• Cloud Computing

Evolving technology continues to challenge our assumptions regarding where data processing is performed. As cloud computing matures, and in particular, with the advent of the government cloud, we are re-examining our technical architecture, considering candidate applications or services that could be hosted in cloud computing centers. We do not expect to make a big bang migration away from our “brick and mortar” data center model; instead we will conduct targeted pilots to evaluate the performance and cost of computing in the cloud.

• Tiered/Hierarchical Storage

County data storage has been set to a level one, high performance, high availability and higher cost storage platform. As data has aged, costs continue to rise to pay for old data that is expensively stored. This initiative will set into place policy and infrastructure to move old data (currently defined as data not accessed within the past two years) to a level three, near-line bulk storage platform. This initiative in time will reduce County overall storage cost; will facilitate a cleanup of data stored no longer needed; and will facilitate the County’s movement to other platforms for access to County data from anywhere a network connection exists.



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Fiscal Responsibility

County IT’s focus on fiscal responsibility is complimentary to the County’s required discipline of fiscal stability. With fiscal stability the County strives to ensure the ability to provide services that customers rely on, in good times and bad. From a County IT perspective our focus is on the fiscal impact we can have across the county. At times positive fiscal impact can come from improved IT efficiencies while at other times IT costs may actually rise, but overall operating costs to the County decrease as the County is able to more effectively perform its’ duties and provide services with greater IT automation and innovation. Examples of how we leverage IT for greater cost improvements to the County are the enterprise license agreements County IT has negotiated, and current activities to build the necessary architectures to link diverse platforms and systems together to optimize processing efficiency and data sharing.

As we are contractually bound to our outsourcing partner we are more insulated from annual budget fluctuations than our industry peers. Together with our outsourcing partner we strive to improve the impact of each dollar spent. In these current uncertain economic times with the ever present threat of additional federal and state budget reductions it is important for all us to maintain financial vigilance. For County IT fiscal responsibility means operating and managing our IT with a focus on ensuring we are continuously striving to improve the financial position of the County through efficient and effective use of IT.



• Server Consolidation and Virtualization

This initiative will reduce County costs related to physical assets, will maximize server utilization, will prepare the County for faster response to business continuity or disaster response situations and decrease the application development cycle time.

• Application Development Strategy

As economic pressures challenge us to do more with less, we recognize that traditional software development paradigms will not delivery return on investment quickly enough. We developed and piloted a new process for requirements gathering and solution design. We are also investigating alternative software development options to shorten our system development durations. In recent years, the County made investments in enterprise license agreements, which provide numerous tools that will enable rapid application implementation. By adopting more iterative, prototyping-based techniques using our new workflow, form and collaboration suites, we expect to implement solutions in months, not years.

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Public Safety

3.2 Ensure sufficient capacity to address the law enforcement and public safety needs of 3.2 million residents

Enhance emergency preparedness across the County’s 4,200 square miles and the Southern California region



The County of San Diego Public Safety Group (PSG) is comprised of public safety and criminal justice partners who provide leadership throughout the region to:

- Improve public safety and criminal justice in San Diego County
- Deliver quality programs and services
- Collaborate, communicate and coordinate within our group and the community

PSG remains focused on leveraging technology to effectively and efficiently address core law enforcement and public safety needs through the design and implementation of interoperable systems.

BUSINESS OBJECTIVES

- Promote “need to share” attitude and effectively enable collaboration and cooperation between departments
- Ensure sufficient capacity to address law enforcement and public safety needs
- Enhance emergency preparedness for the region
- Effectively leverage scarce financial resources to ensure delivery of quality services
- Support Evidence-Based principles for effective decision-making

IT IMPLICATIONS

- Improved resiliency and redundancy of mission critical systems
- Invest into technologies that maximize ability to deliver services efficiently to our citizens
- Use technology to improve coordination of multi-agency business processes and supporting applications
- Upgrade systems to improve communication between public safety field staff and their command and supervisory centers
- Expand data trend analysis and reporting capabilities to improve decision support, response capabilities and emergency preparedness




COUNTY OF SAN DIEGO IT STRATEGIC PLAN


Public Safety




Strategic IT Business Initiatives

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REGIONAL COMMUNICATIONS INTEROPERABILITY AND TECHNOLOGY REFRESH

The purpose of this project is to implement “next generation” communication technologies for Public Safety. The Sheriff currently operates the Regional Communication System (RCS), which is comprised of 585 trunked 800 MHz radios at 48 sites. The system is interconnected via a network of 132 microwave terminals at 60 remote locations. RCS provides voice communication for 47 partner agencies, 45 customer organizations and 31 mutual aid agencies operating more than 20,000 subscriber units. RCS was implemented in 1998 and its assets will reach their planned end of life in 2013, clearly demonstrating a need for refreshment and upgrades.
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INTEGRATED JUSTICE INFORMATION SYSTEM

The creation of an Integrated Justice Information System will allow the Public Safety Group to share information (data, documents, photos, video and audio) and collaborate more effectively across the enterprise utilizing both traditional “land-line” and wireless technologies. This will be accomplished in a phased approach, through a combination of application replacement and/or the deployment of data exchange tools. This program will serve as a companion to the Sheriff’s SDFusion Center efforts as well as both the DA and Probation’s plans for implementing new Case Management Systems. The goal is to ensure data sharing and interoperability as required by the Public Safety and Court business operations.
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MOBILE WORKERS AND VIRTUAL OFFICE

Challenges posed by reduction in resources, increases in caseloads, shifts in crimes that affect our citizens and the need to generally be more efficient in delivering safety, protection and legal services require new ways of enabling Public Safety staff to perform their jobs wherever they are.. Public Safety departments are engaged in an initiative to provide better tools to field staff, attorneys, officers and investigators in order to improve their effectiveness and productivity at their various work sites including offices, courthouses, on-scene locations, or anywhere in the County. The best solutions will be those that provide the right information at the right time by utilizing the best communication, application and automation tools for the job at the best price point.
- 

APPLICATION MODERNIZATION

Public Safety departments have invested in various automation projects and applications over many decades. We propose investing in modernization efforts to ensure that our application portfolio delivers the highest business value at the best price-point, and that the portfolio is comprised of the most strategic and sustainable product set possible.

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Health & Human Services

300

Implement an integrated health strategy across more than 300 programs



1,800,000

Continue with Records Management initiatives to reduce dependency on 1,800,000 paper client files/folders

The Agency provides a broad range of health and social services promoting wellness, self-sufficiency and a better way of life for all individuals and families in San Diego County.

Services provided fall into the key program areas of:

- **Aging and Independence Services**
- **Behavioral Health**
- **Children’s Services**
- **Public Administrator/Public Guardian**
- **Public Health**
- **Self-Sufficiency Programs**

The Agency integrates health and social services through a unified service-delivery system. This system is family focused and community-based, reflective of business principles in which services are cost-effective and outcome-driven.

Our primary information technology focus is to provide the information technology tools required to Agency staff, our community partners, and our clients to efficiently deliver integrated health and human services to the citizens of San Diego County.

BUSINESS OBJECTIVES

- Increase productivity of the HHSA workforce
- Complete the eligibility business process re-engineering
- Develop an internal Health Information Exchange for 1,500,000 electronic client records
- Continue implementation of the County Health Strategy Agenda
- Continuously improve our disaster preparedness

IT IMPLICATIONS

- Expand IT toolset for HHSA workforce
- Implement call center and task tracking systems
- Identify opportunities where technology can enhance outreach to health clients and support greater self-service
- Expand the use of Electronic Records/Document Management
- Enhance HHSA Preparation for Emergencies

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Health & Human Services

Strategic IT Business Initiatives



EXPAND THE IT TOOLSET FOR HHSA WORKFORCE

This initiative consists of several projects to provide enhanced tools that will increase the efficiency and productivity of our workforce. Two major projects will implement integrated communications and collaboration. Our first step toward unified communications will integrate e-mail, calendaring, voice mail, IM, presence, audio, video, and Web conferencing. In addition, we are implementing a set of tools to manage and control electronic content by streamlining business processes. Using electronic forms and workflow processes, Agency employees will be able to initiate, track, and participate in projects through familiar business applications, e-mail or Web browsers.



ADD OR ENHANCE APPLICATIONS TO SUPPORT BUSINESS PROCESS RE-ENGINEERING

The most significant re-engineering project undertaken by the Agency since its inception is the family of projects streamlining program eligibility determination systems. Included in these projects are the establishment of a central call center, the digitization of several hundred thousand paper client case folders, and the creation of task-based teams and the system to initiate and track tasks assigned. All of this is done while using a centralized eligibility determination and case management system shared by 17 other California counties. The call center will centrally receive approximately 100,000 calls per month, which currently distributed to a dozen decentralized sites. Calls not immediately serviced will be translated into tasks within an automated tracking system that distributes the tasks to specialized teams for execution. To effectively take calls and distribute tasks, all case documentation must be electronic and available to all workers involved in this project. Finally, this must all be done without modification to the central eligibility determination and case management system.



PROVIDE IT TOOLS TO SUPPORT THE AGENCY HEALTH STRATEGY AGENDA

To effectively provide integrated physical health, public health, and behavioral health to target populations, information technology will need to be enhanced. Since current health case management systems do not share the information required to provide complete health services, the development of a Health Information Exchange between Agency clinical case management systems is required. Further, to maximize limited resources, tele-medicine and tele-psychiatry video technologies need to be expanded.



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Land Use & Environment

Provide Land Use & Environment services and information to customers anytime, anywhere.

Implement a mobile workforce strategy

and enhance the capability for staff to provide superior services to the public



The mission of the Land Use & Environment Group (LUEG) is to unify the County's efforts in land use; environmental protection and preservation; recreation; and infrastructure development and maintenance.

LUEG staff work to encourage responsible development; preserve and enhance our environment; provide recreation opportunities; construct and maintain road infrastructure; improve air quality; protect consumers; and enforce local, state, and federal laws that protect our health, safety, and quality of life.

Our primary information technology focus is to provide an IT environment that empowers customers and County staff, and enables LUEG to deliver high- value services in a most efficient and timely manner.

BUSINESS OBJECTIVES

- Improve the availability of records and other County documents to the public and County staff through paper reduction efforts
- Enhance and expand on-line services
- Increase productivity while reducing operational costs

IT IMPLICATIONS

- Create a customer portal and implement customer centric tools such as online permit submittal, payment, and status
- Empower field staff by deploying mobile and wireless solutions to standardize and automate permitting and inspection activities
- Continue imaging and content management initiatives and provision of records via the Web
- Implement enterprise applications that are configurable and service-oriented to consolidate and reduce investment in redundant and isolated applications



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Land Use & Environment

Strategic IT Business Initiatives



BUSINESS CASE MANAGEMENT SYSTEM (BCMS)

The BCMS is an enterprise platform to create a collaborative IT environment that empowers the public and allows County employees to deliver quality services in the most efficient and timely manner. This includes a Citizen Portal that supports online application submittal, status review, inspection requests and deposit balance reporting. It also will provide mobile services to County field staff to standardize and automate inspection activities. This system will improve transparency of the County’s business processes; replace and consolidate out-dated and labor-intensive computer platforms; reduce duplicative administrative efforts; and increase LUEG-wide performance management capabilities.



GOVERNMENT WITHOUT WALLS MOBILE WORKFORCE INITIATIVE

This initiative is focused on delivering high-quality services through field staff’s ability to leverage mobile IT solutions. A good percentage of LUEG staff constantly travel to locations to conduct inspections and provide permits. In an effort to reduce the amount of travel time and increase the amount of productive service time to customers, staff will be provided with a host of software and hardware tools that will help LUEG achieve reduced fuel usage, lower office occupancy costs, and increased efficiency through reductions in employee travel time.



DATA WAREHOUSING & BUSINESS INTELLIGENCE

As LUEG implements enterprise platforms and integrates other major business applications including ERP, an opportunity to provide true enterprise business intelligence (BI) is possible. Through this BI platform, LUEG will be able to link operational data and replace much of the ad-hoc reporting conducted in each department. It will provide the foundation for business performance management and support better operational decision-making.



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Community Services



6,387,891

Responsible for managing over 6.3 million feet of County property and facilities.

Manage a centralized content management program that provides business efficiencies and cost benefits to all County departments.

33

Maximize access to books, information and programs at our 33 branches, 2 Book-mobiles, and via the internet

The focus of the Community Services Group (CSG) is to provide services to the citizens of San Diego County and to other County departments

The activities of CSG departments are diverse, ranging from sheltering and caring for stray animals to conducting elections. However, the Group shares a unified mission of service and a commitment to opportunities for children, safe and livable communities, protecting and preserving the environment, and observing prudent fiscal discipline.

CSG will focus on implementing technologies that allow us to more effectively serve our customers. We will continue to add mobile technologies that support our workers wherever they need to be. We will improve IT management of integrated systems, particularly Building Automation Systems and Library systems. Libraries, where book check-out/ check-in devices, cash registers, and print and copy systems are integrated into the software that manages all Library business are an example of an integrated system.

This move to connect our tools and devices to our software applications, along with a continuing shift to mobile technologies that support our citizens and workers wherever they need to be, will change the way CSG works.

BUSINESS OBJECTIVES

- Provide services to our citizens and other County departments
- Maintain County real property as safe, healthy, environmentally sensitive work environments for public and staff to conduct business
- Ensure widespread opportunities to register and vote in fair and accurate elections
- Provide housing assistance and community improvements for low and moderate income residents
- Ensure purchased goods and services are best price and highest quality
- Increase operational efficiency in County departments through increased use of content management and collaboration tools.

IT IMPLICATIONS

- Develop and implement strategies that support IT enabled integrated systems
- Use technology to automate business processes so staff may provide increased or enhanced services with available resources
- Evaluate IT projects with a strong emphasis on cost savings and ROI
- Implement technologies that promote the mobile office and enable mobile workers
- Implement technologies that extend services to customers via mobile devices
- Leverage use of existing content management and collaboration software in the County of San Diego



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Community Services

Strategic IT Business Initiatives



SUPPORT THE COUNTYWIDE ENERGY STRATEGY

In September of 2009 the County Board of Supervisors approved a Countywide Strategic Energy plan. IT has several initiatives in support of this plan, including:

- Explore the use of PC Power Management tools
- Install software to calculate and monitor the County’s Carbon Footprint
- Partner with SDG&E on automated Energy Demand Management for County sites
- Install monitoring software to track use of Renewable Energy sources in County sites
- Implement a Sustainable Energy Grant Reporting System



EVALUATE BUILDING AUTOMATION SYSTEMS (BAS)

The Department of General Services is evaluating using a Building Automation System (BAS), also referred to as “Smart Buildings”. These systems will tie our buildings into our network and into the bigger “energy grid”. They enable the central monitoring and control of utility and mechanical systems, such as lighting, HVAC, water meters and building access control. BAS will change how we design new buildings and how we work in them. Each year the County spends approximately \$18.5 million for energy. It is estimated that BAS technology could save the County 10% to 25% of this cost each year.



EXTEND THE CAPABILITIES OF OUR CENTRAL CONTENT MANAGEMENT SYSTEM

The County has a strong program for managing records and unstructured content such as office documents and digital photos. Although this program is quite extensive there is still opportunity for process improvement and cost savings using tools we own. CSG is planning the following initiatives:

- Integrate the Document Management System with portal and collaboration tools. This will allow the use of collaboration and social networking tools. Departments will have the flexibility to choose the user interfaces that best suit their needs, still using a standardized content management system in the background
- Evaluate products that eliminate manual data entry. This will include evaluation of central image capture (scanning) tools and form tools that allow direct entry of information into County systems.



EXPAND INTERNAL AND EXTERNAL MOBILE CAPABILITY

Over the next several years CSG will be working to get more mobile tools interfaced to our applications and into the hands of our workforce, as well as extend our services to citizens mobile devices. These tools offer opportunity to increase staff and citizen productivity. Initiatives being explored include:

General Services –

- Mobile asset management software that will record building condition and maintenance information

Purchasing and Contracting –

- Addition of mobile alerts to vendors

Department of Animal Services -

- Implement mobile kennel inventory system
- Equip patrol vehicles with mobile access to Anima Management software
- Evaluate additional tools for providing and maintaining connectivity in the remote areas



REFINE AND EXPAND OUR WEB OFFERINGS

CSG will continue to expand the information available to citizens via the Web.

- The **Registrar of Voters** will post Campaign Finance Filings
- **Purchasing and Contracting** will explore receiving procurement responses electronically
- **Housing and Community Development** is exploring use of internet based tools to offer more information about available affordable housing



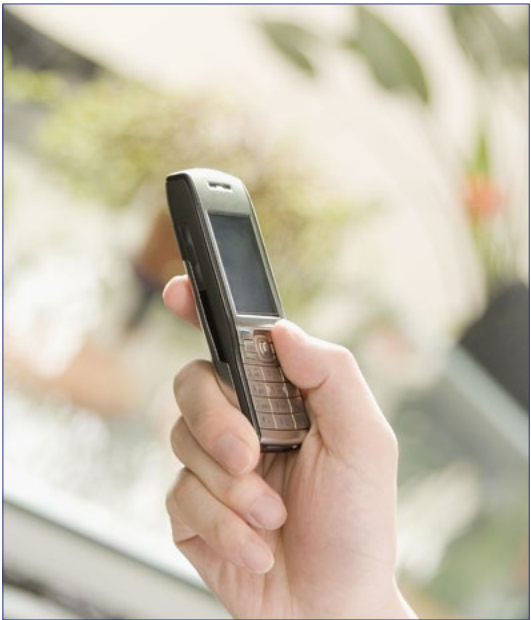
EXPAND USE OF ENTERPRISE TOOLS TO:

- Extend data entry functions onto mobile field devices so employees can complete work in the field and eliminate trips into the office
- Offer more efficient trip routing options for our mobile workers
- Make our County service offerings to citizens mobile capable



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Finance & General Government



Deliver more than **100** current online services in an efficient and economic manner, and expand to offer even more quality services

1 million Streamline services available to property owners by replacing an obsolete property tax system that generates over 1 million tax bills annually

The Finance and General Government Group (FG3) provides essential support services and maintains the infrastructure that enables the County to achieve the goals laid out in the Strategic Plan and adhere to the General Management System (GMS).

FG3 maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative, and other key government functions.

The activities of FG3 range from collecting property taxes to recruiting and hiring qualified County staff. However, the Group shares a unified commitment to providing the best possible services to internal and external customers that align with the County Required Disciplines. A primary Information Technology focus for FG3 is to become more technologically cost-efficient by leveraging new enterprise license agreements and reducing operational costs.

BUSINESS OBJECTIVES

- Aggressively pursue opportunities to become more cost-efficient by using information technology
- Continue streamlining the recruitment and selection of highly qualified employees
- Continue upgrading the County's Enterprise Resource Planning (ERP) system and thereby increase its reliability; enhance functionality; and minimize customizations
- Complete the transformation and modernization of 13,800 personal computer assets to take advantage of new operating systems features, improved performance, and enhanced stability
- Build partnerships with other counties to leverage technology and agreements, reduce costs and enhance customer service

IT IMPLICATIONS

- Lead the server consolidation effort to reduce costs and enhance disaster recovery capabilities. Fewer physical servers will reduce energy consumption and support the green initiative
- Formulate a strategic decision on platform transformation and futuristic enhancements of the Web portal
- Procure and deploy a new Integrated Property Tax System that will reduce the operational risk and cost to the County and bring new technology and innovation
- Upgrade existing Enterprise Resource Planning (ERP) applications to maximize taxpayers value and operational efficiencies, leveraging technology advancements
- Modernize computing assets to improve functionality and performance by deploying the latest operating system and productivity software



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

Finance & General Government

Strategic IT Business Initiatives



ENTERPRISE RESOURCE PLANNING (ERP) UPGRADES

The Department of the Auditor and Controller and Department of Human Resources, in conjunction with the FG3 Executive Office, will be implementing an upgrade to all of our “core” enterprise resource planning applications. These applications provide the enterprise foundation for financial records and reporting; benefits and payroll; and time and labor to more than 16,000 County employees. By upgrading and eliminating as many customizations as possible within its critical systems, the County will continue to provide internal and external customers with the best possible services through technology enhancements.



INTEGRATED PROPERTY TAX SYSTEM

The scope of this project is to modernize the County’s aging property tax applications and data environment. This project will be a multiple year project executed by the departments of the Auditor and Controller, Treasurer-Tax Collector, and Assessor/Recorder/County Clerk. Replacing these systems, many of which are 30 or more years old, will improve the efficiency and sustainability of the systems environment.



INFRASTRUCTURE CONSOLIDATION

The goal of this multi-year project is to consolidate and virtualize as many applications and servers as possible. This will allow the County to leverage economies of scale and shift resources to other operational services as needed. The project will support rapid change across the enterprise, while allowing for upgrades, testing, and development in an environment adaptable to the flexibility and freedom of future strategic initiatives.



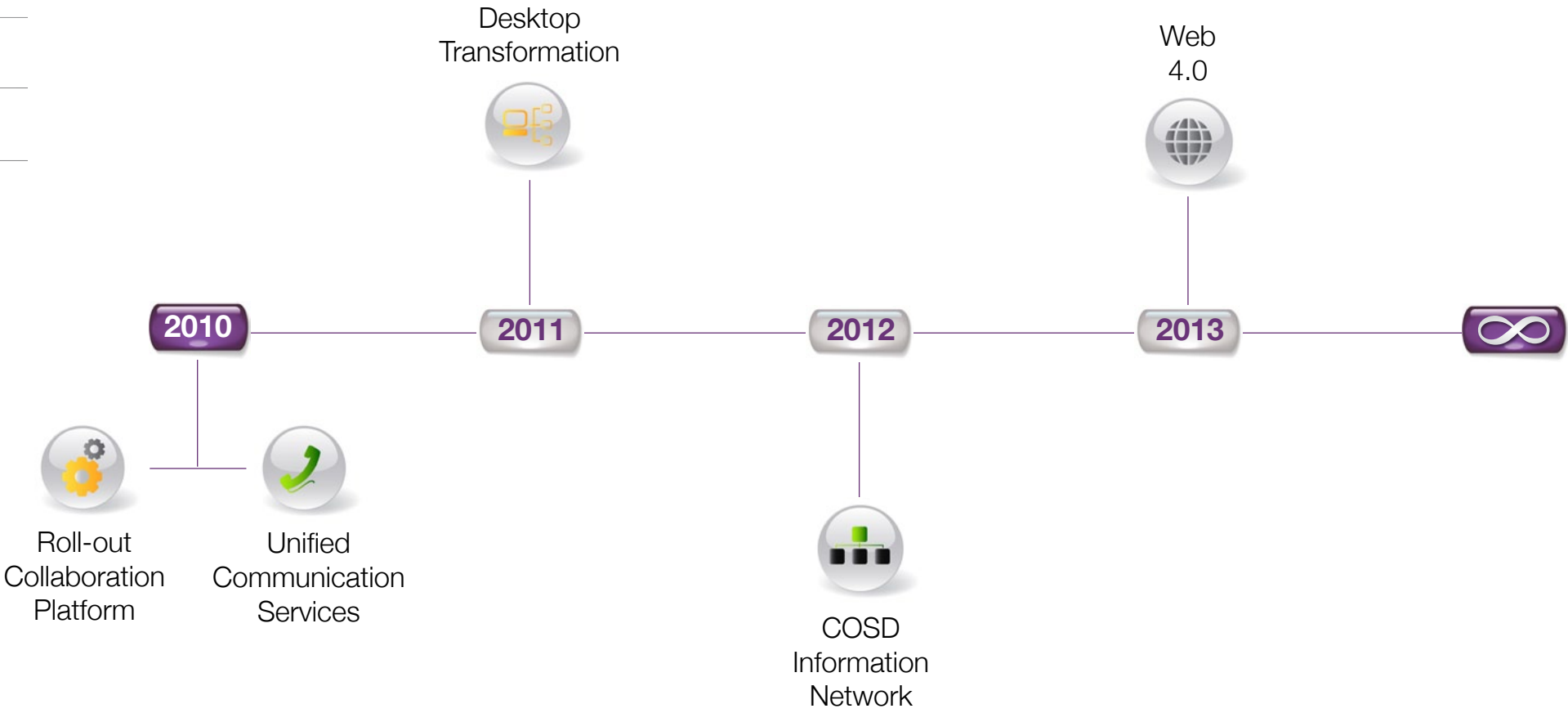
eRECORDING

The purpose of this Assessor/Recorder/County Clerk multi-year project is to leverage technology between the counties of Orange, Riverside and Los Angeles to allow for shared electronic recordings. Paper documents that are currently submitted in person or via mail will be directly transmitted into the integrated recording system, which will accept electronic records and allow processing of electronic files. With these four counties’ participation, the portal will represent more than 50 percent of the State’s recording transactions and serve as the most efficient way to provide service to business partners.



COUNTY OF SAN DIEGO IT STRATEGIC PLAN

County of San Diego IT - Innovation On the Horizon



Innovation focuses on an organization’s ability to creatively combine new and existing technologies, processes and organizational capabilities to form unique or even disruptive solutions that add value to the business. As we forge ahead into the future, we will apply technology, things we can’t even imagine today, to achieve the County’s business objectives.

COUNTY OF SAN DIEGO IT STRATEGIC PLAN

In last year’s IT Strategic Plan, I referred to a famous children’s book called “Harold and the Purple Crayon”. It’s about a child who uses his imagination and a magic purple crayon to draw a new reality and to experience amazing adventures. My fondness for this book goes beyond the namesake connection and my favorite color - as with the best of children’s books, it has some important lessons. When you stop and think about it, the Harold book provides the perfect metaphor for our perspective on technology – with creativity and imagination, all things are possible. At San Diego County, we have established a foundation of technology and operational excellence that allows us to focus our creativity on future business possibilities enabled by technology innovation.

Some of the technology initiatives in this IT Strategic Plan that I find particular exciting are:

- o **Customers First** – this is really what it’s all about for IT – using technology to enable business services that improve the safety, health, and economic well-being of our communities.
- o **Information Gateway** – like the rest of the world, the County doesn’t lack for information. The challenge is to provide the most timely, relevant information to our customers’ fingertips in the most economical way. This requires a thoughtful plan (e.g., master data management) and significant integration of County systems and data resources.
- o **Anytime, Anywhere Access** – this covers a broad range of possibilities, including enhanced mobile access for County workers to web and kiosk availability of services for citizens.

All of this is very exciting. Technology is going to be there for you to maximize the minutes in your hours, the hours in your day, and to be more efficient with the resources available in this fast-paced but economically-challenged world.

Happy Computing!
Harold

